

*Return to
NCF - 100-7000*

3 April 1963

Mr. Henry S. Rowen, President
The Rand Corporation
1700 Main Street
Santa Monica, California 90406

Dear Harry:

As I am sure you know, we have been talking in a preliminary way to Andy Marshall about the usefulness of outside support for the Target-Oriented Display (TOD) effort which is being carried on under the DCI's chairmanship. You of course remember this effort for the initiation of which you were immediately responsible.

The TOD Committee, sponsored by the Director of Central Intelligence, the Deputy Secretary of Defense and the Director, Bureau of the Budget, reached a point last fall where a general call could be made on the diverse units and activities participating in the four programs that cover most U. S. intelligence resources. Returns are now being received from all of these components which will be analyzed, aggregated and assembled with supplementary commentary in as meaningful a report as possible.

As I am confident that the TOD will prove extremely useful to individual program managers of the intelligence community as well as the DCI in his coordinating capacity, it is almost certain to be continued. I therefore think that it is none too soon to consider possible means of strengthening and broadening our capabilities to obtain the requisite data, to process it most effectively for TOD purposes, and to present the output of the TOD work to its select list of consumers in the most meaningful ways possible.

I personally think that an independent view of these matters from a well-qualified and objective source outside the official structure of government should strengthen the TOD effort.

very considerably. It could help us to clarify our concepts, methodology and procedures and help us to a broader view of the potentialities of this kind of a review.

Because of your own long-time association with this concept, and having in mind our confidence in Andy Marshall's abilities as a leader of a consultant's team, we believe that the Rand Corporation is peculiarly well qualified to help us. Accordingly, we would welcome the submission of a proposal from the Rand Corporation provided you believe that the TOD project is one that is appropriate for your participation.

I am attaching a copy of a memorandum which goes into greater detail with respect to the varied aspects of TOD and its future development which I hope will be useful.

I am hopeful that mutually satisfactory arrangements can be worked out and I would appreciate your letting me have your views at the earliest opportunity. Pending receipt of your preliminary reaction, I do not intend to discuss this proposal outside of Dick Helms' immediate staff.

Sincerely,

John A. Byrnes

Enclos.

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